UNITED NATIONS

A

General Assembly

Distr.
GENERAL

A/C.5/47/6
25 August 1992

ORIGINAL: ENGLISH

Forty-seventh session
FIFTH COMMITTEE
Item 114 (c) of the provisional agenda*

# PERSONNEL QUESTIONS: OTHER PERSONNEL QUESTIONS

## Career development at the United Nations

## Report of the Secretary-General

CONTENTS


| | | Paragraphs | Page |
|---|---|---|---|
| I. | BACKGROUND INFORMATION | 1 - 4 | 3 |
| | A. Introduction | 1 - 3 | 3 |
| | B. Concept and scope of career development | 4 | 4 |
| II. | CAREER DEVELOPMENT: AN INTEGRATED SYSTEM | 5 - 47 | 4 |
| | A. Introduction | 5 - 6 | 4 |
| | B. Human resources planning | 7 - 12 | 6 |
| | C. Recruitment | 13 - 20 | 7 |
| | D. Staff mobility system | 21 - 25 | 9 |
| | E. Staff development and training | 26 - 31 | 9 |


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CONTENTS


| | | Paragraphs | Page |
|---|---|---|---|
| F. | Job classification | 32 - 37 | 11 |
| G. | Career counselling | 38 - 39 | 12 |
| H. | Performance evaluation | 40 - 42 | 13 |
| I. | Promotion and other motivators | 43 - 46 | 13 |
| J. | Women | 47 | 14 |
| III. | IMPLEMENTATION PLAN, RESOURCE REQUIREMENTS AND REPORTING TO THE GENERAL ASSEMBLY | 48 - 57 | 15 |
| A. | Implementation | 48 - 49 | 15 |
| B. | Pilot projects | 50 - 55 | 15 |
| C. | Resource requirements | 56 | 16 |
| D. | Reporting to the General Assembly | 57 | 16 |

Annexes

| | | |
|---|---|---|
| I. | Tasks identified as essential for the establishment of a career development system | 17 |
| II. | Consultations with Member States | 18 |
| III. | Career development implementation plan | 19 |

# I. BACKGROUND INFORMATION

## A. Introduction

1. In its resolution 45/239, the General Assembly urged the Secretary-General to pursue his efforts to develop a comprehensive career development plan for all categories of staff in the Secretariat and requested him to present a report thereon at the forty-seventh session. The present report is intended to apprise the Assembly of the continuing efforts of the Secretary-General since his previous report (A/C.5/39/10) on this subject, the present status of the career development scheme and the plan for the future. The report explains the concept and scope of a career development scheme, highlights the integrated nature of the components of the scheme and emphasizes the role of career development in creating an atmosphere conducive to high staff morale, and consequently to high productivity, which, in turn, enhances the overall effectiveness of the Organization. The report also outlines an implementation plan of the career development scheme with a pilot project for the administration occupational group as one of the major tests of the viability of the proposed career development system.

2. Efforts towards the establishment of an effective career development system for the Secretariat staff have been going on for sometime, an indication that the Administration strongly holds the view that career development is an indispensable strategy for the effective management of the most important resources in the Organization, the men and women who make up its staff. A landmark in such efforts was the issuing of ST/SGB/166 of 18 May 1978, in which the Secretary-General announced the intention of establishing such a system. A number of tasks whose completion was considered essential for the establishment and implementation of a career development system were then identified. Considerable work has already been done on these tasks and some of them have been completed as reflected in annex I.

3. Despite the fact that a great amount of work has been done on practically all the tasks referred to above, it was clear that a fully functioning career development system was not yet in place, leading to the need to review the concept of career development within which those efforts had been made and to redirect the efforts as necessary. During the ensuing review, consultations were held with interested parties within the Secretariat, with other United Nations agencies, and with the International Civil Service Commission (ICSC) and the Joint Inspection Unit (JIU). Consultations were also held with Member States as outlined in annex II. Drawing on the experience gained from earlier efforts and these consultations and fully cognizant of the realities within which the Organization operates, it was considered necessary to recast the whole concept of career development if a viable career development system was to be established. Accordingly, the concept and scope and the major components of career development system outlined in the present report are products of this process.

### B. Concept and scope of career development

4. A career development system encompasses all efforts made by both staff members and the Organization which aim at enhancing the United Nations effectiveness during the discharge of its mandate while at the same time ensuring that staff members have opportunities for satisfying and rewarding careers. The concept is anchored on the recognition that people are the most important and critical element in the Organization's effectiveness and that personnel policies adopted should therefore facilitate the full development of staff members' potential. This has to be achieved within the context of the new global political environment and the rapid changes that characterize international politics and the consequent renewal and expansion of mandates placed upon the United Nations and the scarcity of resources at its disposal for fulfilling these mandates. Accordingly, the Organization should have policies that are proactive and non-paternalistic in nature and which call for initiative and active participation by staff members in the process of planning and developing their careers. Any new systems and procedures should be designed in conformity with this concept and established systems should be reviewed so as to ensure consistency with the concept. In practical terms, career development entails setting up an integrated human resources management system which aims at developing versatile, mobile and innovative staff members while at the same time offering avenues for career advancement and broader occupational opportunities to help to satisfy to a greater degree the aspirations of these staff members. This would create an atmosphere conducive to the attainment of high levels of career satisfaction and productivity by staff members, thereby enhancing the overall effectiveness of the United Nations.

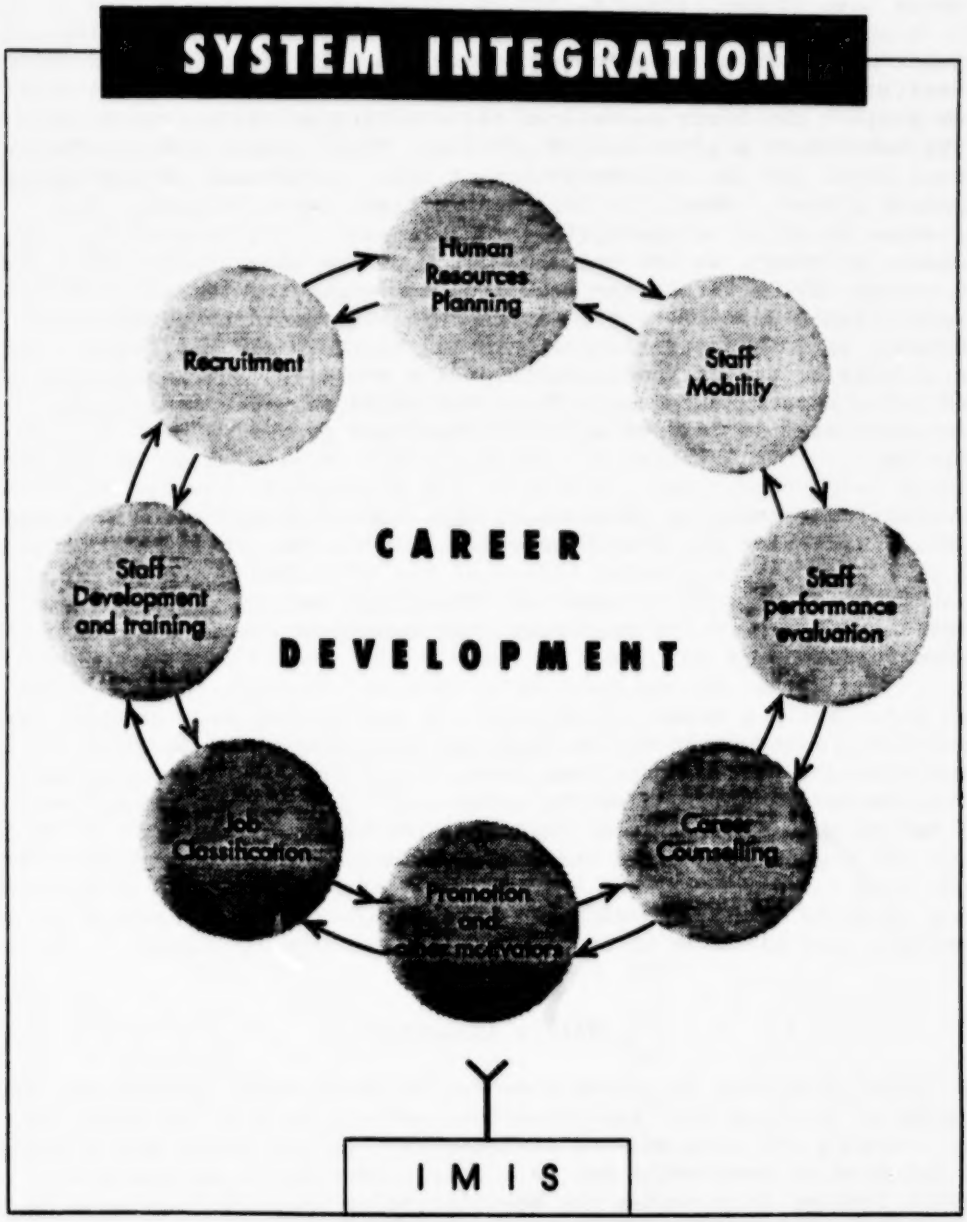
## II. CAREER DEVELOPMENT: AN INTEGRATED SYSTEM

### A. Introduction

5. A viable career development system in the United Nations must have a number of constituent components which, conceptually as well as operationally, complement and support each other. The critical components are as follows: human resources planning, job classification, recruitment, staff training and development, staff performance evaluation, staff mobility, career counselling and promotion and other motivators.

6. Each of the components has an impact on and is, in turn, impacted on by the rest of the components. The Integrated Management Information System (IMIS) will facilitate the integration, at the implementation stage, of all the components of the career development system. Figure 1 depicts the interrelationships and the linkages which exist among the components with IMIS as the supporting mechanism.

Figure 1. Linkages among career development components with IMIS as supporting mechanism



## B. Human resources planning

7. Human resources requirements and utilization are essential aspects of the strategic planning of the Organization. In order to translate its plans and programmes into accomplishments, the Organization must ensure that it has the skills it needs in sufficient quantity and quality at the right time and at a reasonable cost. Human resources planning and staffing needs forecasts make this realizable. Through planning and forecasting, the Organization will be able to project the kinds as well as the quantity of skills which would best suit its needs over a given period of time. This knowledge would form an important input for the implementation of other components of the career development system. Specifically, this information would enable the Organization to adopt an appropriate recruitment, staff development and replacement strategy, as the Organization would be able to determine whether it has enough skills within the Organization, whether internal staff would need retraining and whether external recruitment should be planned and undertaken. Given the political complexity of the world, it would, of course, be unrealistic to expect that such forecasts could be accurate at all times. Yet the price of not making such forecasts would be unresponsiveness or considerable delay in responding to new mandates on the part of the Secretariat.

8. Currently, systematic planning of this nature is not being undertaken. While the Secretariat has been keenly aware of the importance of undertaking such a planning, the compounded effect of the 1987-1989 retrenchment exercise, the continued and worsening financial crisis and the diffuse focus of responsibility within the Secretariat, had made this planning difficult to undertake in the past.

9. In March 1992, a number of departments and offices were merged, resulting in a streamlined structure of the Secretariat in which the focus of responsibility is much clearer than before. At the same time, new departments or offices were created in order to reflect the new demands placed upon the United Nations by Member States. Although this only represents the first phase of the restructuring and while the overall staffing needs are not yet entirely clear, it is felt that a more systematic planning and forecast of staffing needs is now more possible. The Administration consequently intends to undertake such planning in order to forecast staffing needs.

### Skills inventory

10. A skills inventory is a comprehensive database which records and updates staff members' professional qualifications and skills that are acquired through training and through work assignments. It indicates what a staff member has done or presumably can do. This inventory is an important management tool as it provides the Administration with the knowledge of the pool of skills at its disposal, a basis on which, taking into consideration the current and emerging needs of the Organization, recruitment and training plans will largely be based.

11. Currently what exists is a simple database on staff, which does not have the necessary detailed information to make it function as a skills inventory. Efforts to establish a skills inventory are under way within the context of IMIS being developed by the Organization.

12. The applications of IMIS to personnel management will naturally be on a much broader scope than establishing and maintaining a skills inventory. By integrating all personnel management functions, IMIS will become a critical tool for the effective implementation of a comprehensive career development system whose very basic concept is based on the integration of the different personnel management functions.

## C. Recruitment

13. If the human resources needs forecast determines that the requisite skills for accomplishing mandates from the General Assembly do not readily exist in the Secretariat or cannot be acquired through intensive and cost-effective training of existing staff, a search for new staff must then be undertaken. In the search and recruitment of new staff, the paramount consideration must naturally be "the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible," as provided in Article 101.3 of the Charter of the United Nations.

14. There are, basically, two approaches to recruitment. Staff can be recruited mainly at the entry level, then developed and moved up the ranks for higher-level responsibilities. Recruitment of staff can also occur at all levels, as dictated by the need to fill posts that become vacant.

15. The Secretariat recruitment policy, especially for vacancies in the Professional category, is to fill vacancies at all levels, as requested by the substantive departments. As an illustration, external recruitment was resorted to in order to fill vacancies from the P-2 to D-2 levels in the past five years (January 1987-June 1992) as follows:

| Level | Staff recruited |
|---|---|
| P-2 | 250 |
| P-3 | 193 |
| P-4 | 146 |
| P-5 | 48 |
| D-1 | 41 |
| D-2 | 23 |

16. External recruitment at levels other than entry levels is made following specific requests of substantive departments. The major reason given for requesting external recruitment is that in-house candidates do not possess

skills and knowledge required for the specific positions to be filled. This argument is often valid because the Secretariat system does not have adequate resources needed for the training and retraining of staff members at different stages of their career so that their expertise and skills are kept up-to-date and in line with the job requirements of some of the jobs. Nevertheless, external recruitment at all levels has, over the years, tended to limit advancement prospects of staff members.

17. A related issue is a serious retention problem. Despite the continuous efforts of the Secretariat to recruit candidates from unrepresented and underrepresented Member States in order to raise their representation, the high number of resignations of nationals of some of those Member States weakens these efforts. In this connection, systematic efforts have been made to correct the serious underrepresentation of some Member States and planned recruitment activities, including competitive examinations, have been conducted year after year in these Member States. In spite of all these efforts the desired results have not yet been fully achieved.

18. There are many reasons for this problem. One major apparent reason is the lack of competitive salaries, for the United Nations Secretariat pay level is, in general, lower than those offered by comparable international organizations. For example, as at 31 December 1991, there was a percentage differential of from 24 per cent to 50 per cent between the Secretariat pay levels (North America and Europe) and those of the European Coordinated Organizations. The percentage differential was from 1 per cent to 35 per cent between the Secretariat pay levels (North America and Europe) and the World Bank group (ACC/1992/PER/R.4/Rev.1). This is a vital issue with critical impact on the ability of the Secretariat to recruit and retain staff of highest quality and ought to be given serious and urgent attention. This issue, however, will not be examined in-depth within the framework of this report whose focus is placed on the operational aspects of the personnel management system of the Secretariat, in the context of a career development system.

19. While it is recognized that some recruitment would always be needed to fill posts other than at entry levels, especially when it is determined that external expertise is absolutely necessary for ensuring continued effectiveness of the Secretariat, it is essential that, in general, the recruitment policy and procedures support and facilitate career development of staff. Accordingly, this would be served by emphasizing recruitment at the P-2 or P-3 level and by limiting recruitment at the higher levels to a minimum. This policy will provide staff members with better career advancement opportunities. However, to be effective, it must be supported by other components of career development, particularly training.

20. Emphasis on recruitment at entry levels and filling most of higher level positions with internal candidates is the current recruitment policy for filling vacancies in the General Service category. This policy should be extended to the Professional category and should be supported by measures to ensure that staff members have or can acquire the necessary skills and ability to move up the ranks.

## D. Staff mobility system

21. A staff mobility system is designed to facilitate movement of staff within occupational groups, between occupational groups or between duty stations as appropriate. It should also seek to facilitate assignment of staff to peace-keeping and related missions as required by the current operational needs of the Organization. The objectives of such a system are to expose staff members to the wide range of conditions and circumstances in which the Organization operates, to broaden their experience and to fill vacancies in challenging locations in order to discharge the various mandates of the United Nations. Mobility also fosters commitment to the ideals and goals of the United Nations among staff members as they acquire a wider perspective of its goals through serving in different functions in a variety of posts and duty stations. For the Organization, staff mobility is a strategy for developing staff so that they would perform effectively in their present and future assignments.

22. At present, the massive temporary assignments to peace-keeping and related operations notwithstanding, staff members occasionally move between jobs within occupational groups, between duty stations and sometimes across occupational groups. This movement is in the main unplanned, not related to a conscious career development system, and occurs in response to the needs of the moment. A systematic, realistic mobility system has yet to be established.

23. While establishing a staff mobility scheme a number of factors have to be taken into account. These include the operational requirements of the Secretariat which, despite the changing character of the Secretariat because of the numerous peace-keeping mandates, is still essentially a Headquarters-based organization, the cost implications of geographical mobility and the overall benefits of such a scheme to both the Organization and staff members.

24. Bearing in mind the factors mentioned above, a staff mobility scheme, if well planned and effectively implemented, can become an effective motivating tool and a viable career development component.

25. A mobility system for the entire Organization is a complex undertaking. In order to increase the chances of successful implementation of such a system, it has been considered practical to adopt a phased approach and to undertake pilot projects. The experience gained from these pilot projects would then be used to design a mobility scheme for larger groups of staff as appropriate. The pilot projects to be undertaken are described in section III below.

## E. Staff development and training

26. Staff development is the conscious nurturing and building of human resources to execute mandates of the Organization. Unless staff members continuously learn and develop, the Organization cannot be effective. It is through training that staff would be able to maintain or enhance their

effectiveness so as to permit the Organization continually to meet new and changing mandates and operational challenges.

27. There are essentially three levels of training needed in the career of a staff member who joins the Secretariat at the entrance level. The first is a comprehensive induction at the entrance level. The second is appropriate occupational training with strong emphasis being placed on on-the-job training at the mid-career level and the third is comprehensive managerial training at the managerial level.

28. In order to perform well what a junior staff member needs is to understand quickly how the United Nations system operates. Thus, a comprehensive induction course is required. The induction programme should provide information on career development, the general code of conduct and the general personnel management system.

29. The second level of training generally occurs after a number of years of service. This is the time when staff members need to keep abreast with the latest developments of concepts and practices in their professional fields. Whether or not they can have this training or retraining opportunity often determines their professional and intellectual revitalization or fossilization. The training could be accomplished through external training, on-the-job training or mobility schemes.

30. Promotions to managerial level posts are often rewards for good performance at a lower level which might not require managerial skills. This could create a double problem if the promoted staff members do not get training in management. On the one hand, excellent technical staff, in accepting positions with managerial responsibilities, would, by necessity be removed from or spend less time on work of a technical nature where they excel. On the other hand, these staff members might not have the potential or inclination to handle managerial issues, thus becoming poor managers. In addition to depriving the Organization of experienced, high quality technical staff, such a situation potentially leads to demotivation and poor performance of other staff who are placed under the supervision of these staff members. While part of this dilemma may be resolved by designing a grading system which recognizes the importance of both sets of skills and rewards them accordingly, a greater number of those moving into higher levels would inevitably be required to assume managerial responsibility, hence the importance of managerial training.

31. Consequently, a comprehensive training policy and plan will be established so that all staff members in all categories who occupy supervisory positions will be invited to a mandatory training course on supervisory skills. Eventually, consideration for assumption of supervisory functions through either promotion or lateral movement must include satisfactory evidence of training in supervision. Details on management training programmes are provided in a separate report on training.

## F. Job classification

32. In the Secretariat, jobs are presently classified on the basis of the classification standards promulgated by ICSC. In the case of the Professional and higher categories, posts are classified on an individual basis and budgeted for accordingly. In the case of the General Service category, with the exception of the G-7 level, which is budgeted individually, posts at the G-1 to G-6 levels are budgeted for as a group.

33. The job classification system, which was designed to function as an integral part of a career development system, has been operating essentially in isolation in the Secretariat since its promulgation by ICSC in 1981. The other components, e.g., human resources planning, training, promotion and other motivators, career counselling and performance evaluation were either not operational or not adequately linked to job classification. This situation obscures the purpose of job classification which is the evaluation of jobs and not of individuals, and results in the perception that it is inflexible and unresponsive to the needs of the Organization and staff alike and that it is a promotion vehicle. One clear example of this is the ever-increasing number of upward reclassifications.

34. It is therefore essential that the applications of job classification that have become a cumbersome and controversial exercise in the Secretariat be reviewed in order to rediscover its initial purpose as a management tool designed to enhance the charting of career paths, instead of being perceived as an obstacle to career development. The Secretariat intends to undertake such a review in the context of the implementation of the career development system. One of the areas of review will focus on establishing job designs that properly recognize the Organization's need for technical and managerial skills.

35. Job classification is a component of an integrated career development system as it provides information on the types, levels and numbers of jobs within an Organization. It is a tool for the proper structuring of work within an organizational unit. To be useful, however, the information gleaned from job classification should be manageable. Accordingly, efforts are under way to reduce the number of job descriptions required by identifying opportunities for the preparation of standard rather than individual job descriptions. The preparation of standard job descriptions will eliminate redundant paper work and facilitate the mapping of career paths both within and across occupations and organizational entities.

36. It has also been recognized that measures are required that will allow programme managers some degree of flexibility in the management of posts. The current procedures governing the classification of posts do not allow for the classification of a post at a higher level than the budgeted level. As these procedures have impeded the proper application of the classification standards in certain cases, it is proposed to budget Professional posts at levels P-2 to P-4 at a single level in the same manner as G-1 to G-6 posts. This reform, which does not undermine the integrity of the classification system, will

simplify budgetary procedures and increase managerial flexibility in the management of posts, a crucial ingredient in the current restructuring exercise.

37. However, in order to ensure that an appropriate spread of staff at the P-2 to P-4 levels would continue to exist, maximum percentages for each level would be established for each office or department. These levels would be used with flexibility within the established limits with the understanding that posts used at a higher level than the classified one would revert to their classified level after the incumbents concerned move.

## G. Career counselling

38. Career counselling is another important component of a career development system. In an organization of such complexity it is difficult for many staff members to assemble all relevant information on the basis of which to make informed career decisions. A career counselling mechanism involves sharing of career-related information and facilitating effective use of this information for career planning. A central figure in this process is the career counsellor. The role of a career counsellor is to assist staff members to access relevant career-related information and to strengthen staff members' capability to make realistic assessments of their skills vis-à-vis the requirements of various career options. Additionally, the career counsellor will act as a reality test for staff members to forestall situations of investing time and resources in developing skills in areas which may distinctly not advance their career interests. Thus, while a career counselling mechanism assists staff members to focus on training, development and other activities that advance career development, it is also beneficial to the Organization in that it increases the chances for the Organization to meet realistic career aspirations. A career counselling system therefore helps to establish a greater area of convergence between career expectations of staff members and the career opportunities the Organization can realistically provide. It will also foster a greater sense of career development among the staff of the Secretariat, especially among the middle management and support staff.

39. The success of a career counselling system rests on the active participation of staff members themselves, managers/supervisors and other officers whose duties place them into a daily advisory relationship with staff members. The career counsellor is, however, an essential catalytic element for such success, in that he or she would have organization-wide information to share with staff members and would have professional career counselling skills. Only a full-time career counsellor could perform such a function. The work of the career counsellor, who would thus be the focal point of all career counselling activities in the Organization, would be complemented by a network of departmental career counsellors selected to perform the function either through redistribution of duties or redeployment. Full implementation of these activities will be considered in the context of the preparation of the proposed programme budget for the 1994-1995 biennium.

## H. Performance evaluation

40. In addition to providing a medium for continual dialogue between the supervisor and the supervised, performance evaluation is an important component of a career development scheme in that it assesses the performance of staff members in their current posts and their potential for assuming higher responsibilities. It is also used for identifying their career aspirations as well as their training and development needs. The assessment so made would form a reliable basis for making decisions on other career development components such as training, reassignments, within-grade increments and promotions. The information generated during performance evaluation is also vital for career counselling.

41. Accordingly, efforts are under way in the Secretariat to review the current performance evaluation system with a view to ensuring that it performs these intended objectives. This would entail refocussing of some aspects of the present performance evaluation system including a redesign of the performance evaluation form in order to make it a more effective management tool.

42. Concurrently, since the effectiveness of a performance evaluation system hinges on how the supervisors perform the evaluation task, concerted efforts will be made to upgrade these relevant skills among those in supervisory posts through appropriate training.

## I. Promotion and other motivators

43. Promotion is a formal way of showing recognition for staff members' contribution to the goals of the Organization and to their potential for undertaking higher-level responsibilities. It is therefore a tool for motivation which could contribute towards maintaining or increasing the productivity of staff members. For promotion to have a positive impact on other components of career development and on staff morale, the policies and procedures for promotion and other motivators should be fair and transparent and should be applied with consistency and uniformity throughout the Organization. The current promotion policy as stipulated in rule 104.14 of the Staff Rules and the procedures outlined in administrative instruction ST/AI/373 are in conformity with this principle. They provide for a fair chance for review of staff members by their departments as well as the possibility for staff members to move to other departments.

44. The Secretariat is keenly aware of the need to have a mechanism for enhancing motivation and consequently the productivity of staff members, the more so now that, with a flatter organizational structure as a consequence of restructuring, promotion opportunities are limited. This is considered feasible to achieve this through the institution of carefully selected motivators and incentives. Unlike commercial institutions that can more easily set criteria for measuring productivity, thus creating a base upon which to institute such motivator systems like commissions, profit-sharing and

so on, the United Nations Secretariat, being a non-profit service organization cannot emulate these measures. Yet it is important that some mechanism for advancing job satisfaction of staff members through recognition of meritorious performance have to be designed and implemented.

45. The Organization should therefore seriously review the possibility of instituting a number of appropriate performance recognition measures such as merit awards of plaques and certificates of achievement. Some awards may be common throughout the Secretariat, while others may be developed according to the needs of specific duty stations or departments since motivating factors may vary depending on local conditions and the nature of duties performed. Monetary incentive schemes such as lump-sum payments and accelerated advancement within the grade are important motivators that should be considered as well in consultation with other interested parties.

46. The issue of incentives and motivators has long been recognized as an important personnel management matter requiring concerted efforts by the United Nations system. Specifically, the Secretary-General wishes to express appreciation at the interest the General Assembly has shown in the matter particularly through its resolution 43/226 when it requested ICSC to give "consideration ... to enhancing productivity through the introduction of incentives for merit and rewards ..." as part of a comprehensive review of conditions of service of staff members. The Secretary-General understands that ICSC is vigorously pursuing this matter. Secretariat efforts and those of ICSC are complementary. The Secretariat therefore looks forward to benefiting from ICSC's findings as the appropriate motivators are identified and instituted for the benefit of staff members and in the interest of increased productivity.

## J. Women

47. It should be noted that, while working out the various personnel policies and while drawing up their implementation strategies, due consideration is being given to the need for remedial action on career development for women in line with General Assembly resolutions 46/100, 45/125 and 45/239 C, which urge the Secretary-General to reach targets of 35 per cent over all and 25 per cent at the D-1 level and above in positions subject to geographical distribution by 1995. A more detailed appraisal on the progress that has been made so far and on the specific strategies being adopted are contained in the Secretary-General's separate report on the status of women to the General Assembly.

## III. IMPLEMENTATION PLAN, RESOURCE REQUIREMENTS AND REPORTING TO THE GENERAL ASSEMBLY

### A. Implementation

48. The Secretariat, in its efforts to establish a career development system for staff in all categories as mandated by the General Assembly, has adopted a long-term approach to the task. This approach reflects the intention of the Secretary-General to adjust, phase by phase, the structure and the modus operandi of the Secretariat to the new era into which the world is entering. If the restructuring is intended to provide the Secretariat with a focused, streamlined administrative structure, establishing a career development system aims at ensuring that staff are properly motivated to function at their best within this emerging new structure. These two exercises jointly attempt to reshape the administration at the top level, while restrengthening the middle and lower ranks of staff in the Secretariat, who have, as a whole, lost a sense of career development in the past few years. However, while restructuring can be achieved relatively quickly through elimination of vacancies, combination of functions and redeployment of staff, establishing a career development demands prudent, long-term planning. The Secretariat is therefore embarked on a multi-year implementation plan by phases, including conducting pilot projects as appropriate.

49. A chart illustrating the implementation plan in a chronological order is attached as annex III. During the implementation stage, it has been considered desirable to launch the pilot projects described below, from whose experience the relevant components of the career development system would further be refined.

### B. Pilot projects

50. Occupational groups that have posts in large enough numbers and which are distributed widely throughout the Secretariat would provide suitable bases for pilot projects. Experiences from the pilot projects would be useful when similar projects are launched on a wider scale to include other occupational groups in the Organization.

51. A review of the distribution of posts by occupation among the various duty stations revealed that the occupation of administration would be amenable to the implementation of the pilot project on mobility of staff, for a number of reasons including the ones given below. Although specific duties vary, the occupation of administration tends to call for generalists. Crossover between posts and departments is generally feasible with on-the-job training. Furthermore, 63 per cent of posts in this category are at Headquarters and 59 per cent of those posts at Headquarters are in one department. The administration occupational group therefore has sufficient posts at many duty stations, and particularly at Headquarters, to accommodate staff mobility.

52. Another compelling reason for promoting mobility of staff in the administration occupational group is the long-term need of the Organization to groom a large pool of staff members with adequate work experience in the major areas of administration for consideration for assignment to higher-level administrative functions. The quality of this managerial cadre will have a significant impact on the efficiency and effectiveness of the Secretariat.

53. The pilot project will provide the opportunity to review various components of a career development system as care will be taken to link the mobility system with appropriate recruitment policy, training programmes, performance evaluation and promotion opportunities during the implementation of the project.

54. In the light of the experience obtained from this pilot project, it would be possible to review the recruitment practices to ensure the selection of staff members with appropriate skills and potential for mobility, as necessary. The pilot project would also provide the opportunity to ascertain the effectiveness of a revised performance evaluation system and to establish how much staff mobility contributes to the development of a high-calibre management cadre for the Organization.

55. While the pilot project for the administration occupational group is being implemented, groundwork will be initiated for establishing a second pilot project for the language occupational group, featuring appropriate requirements suited to the needs of that occupational group. At a later stage, with experience gained from the implementation of these two pilot projects, work will start to establish appropriate mobility systems for other occupational groups, bearing in mind the particular professional requirements of each occupational group. Efforts will also be made to allow for movements across occupational groups, especially the closely related ones.

## C. Resource requirements

56. Since the establishment of the career development system, as proposed in the preceding paragraphs, is essentially an integral part of the restructuring of the Secretariat whose aim is to make optimum use of available resources, it is the intention of the Secretary-General to achieve the phased implementation of such a plan through redeployment of current resources or through extrabudgetary funding, as appropriate. Thus, no additional resources are requested under the current programme budget.

## D. Reporting to the General Assembly

57. Considering the profound impact of his effort on the long-term growth and vitality of the Organization, the Secretary-General will keep the General Assembly apprised of progress of his efforts to establish and maintain a viable career development system for staff of all categories in the Secretariat, and will submit a progress report to the General Assembly at its forty-ninth session.

Annex I

TASKS IDENTIFIED AS ESSENTIAL FOR THE ESTABLISHMENT OF A CAREER DEVELOPMENT SYSTEM

| TASKS | COMMENTS |
|---|---|
| Prepare benchmark job descriptions | Completed for the General Service category in New York |
| Establish definitions of occupational groups | Completed for the General Service category in New York |
| Design career paths for each occupational group | Completed for the General Service category in New York |
| Review of job posting forms and procedures | Completed |
| Develop career counselling | Training module available |
| Career planning workbook | Completed |
| Career Development Handbook | Completed for General Service category in New York |
| Skills inventory | Preliminary work completed; being incorporated in IMIS |
| Developing a systematic rotation and mobility scheme | In progress |
| Staff evaluation system | Being reviewed |
| Training and staff development | Plans for expansion and integration |

## Annex II

## CONSULTATIONS WITH MEMBER STATES

1. The Secretariat, keenly aware of the importance of broad consultations, initiated a process of exchange of views on career development with other organizations in the common system and with the International Civil Service Commission (ICSC) and the Joint Inspection Unit (JIU) and with Member States.

2. In connection with consultations with Member States, a note verbale was sent to the permanent missions of all the Member States in October 1990, informing them of the efforts being made by the Secretariat to review and improve its career development system and seeking input and information from Member States on their own efforts at the national level. In response to that note, a number of Governments provided information on their national civil service.

3. Subsequently, this dialogue led to further consultations with a few Governments that had expressed further interest and a desire to assist the Secretariat in these efforts. Among these were the Governments of Australia, Canada and France, which generously placed at the disposal of the Secretariat senior officials from their Governments who had expert knowledge and wide experience in personnel management. They constituted a panel which was established to conduct an independent, intensive review of the personnel management system of the Secretariat in the context of career development. The panel made an overall assessment of the situation and provided its observations and recommendations.

4. These recommendations were subsequently circulated widely among the senior managers of the Secretariat at all major duty stations for comments. The views of the panel were very helpful and assisted in the formulation of some of the views on career development presented in the present report.

5. The Secretariat expresses its appreciation for the input from Member States and particularly wishes to thank the Governments of Australia, Canada and France for their assistance in this regard.

Annex III

CAREER DEVELOPMENT IMPLEMENTATION PLAN

| TASK | 1992 | 1993 | 1994 | 1995 |
|---|---|---|---|---|
| Human resources planning | Continuous consultations, review and readjustment | | | |
| Recruitment | Temporary recruitment freeze | Limit recruitment to entry-level positions | | |
| Skills inventory | Preparation and establishment of skills inventory within IMIS framework | | Annual update | Annual update |
| Training | Establishing comprehensive training policy and management training plan | | Continuous readjustment of training policy and plan | |
| Job classification | | A. Review of system<br>B. Subject to General Assembly approval, start budgeting P-2 to P-4 as a group | Readjustment of system according to findings | |
| Performance appraisal | Review of current system and introduction of reformed system | | Continuous monitoring of effectiveness of new system | |
| Promotion | Implementation of new system | | Review and improvement of the new system | |
| Other motivators | Establishment of motivation systems according to needs of substantive departments | | Continuous review and improvement | |
| Career counselling | | Establishment of career counselling functions and unit | Continuous monitoring of career development activities and introduction of new concepts and mechanism as necessary | |
| Staff mobility pilot project | Start pilot project in administration | | Review and readjustment of pilot projects - introduction of further mobility schemes | |